



**DEPARTMENT OF THE ARMY**  
U.S. ARMY ENLISTED RECORDS AND EVALUATION CENTER  
8899 EAST 56TH STREET  
INDIANAPOLIS, INDIANA 46249-5301



REPLY TO  
ATTENTION OF

AHRC-EB

22 June 2006

MEMORANDUM FOR Director of Military Personnel Management, Office of the Deputy Chief of Staff G-1, 300 Army Pentagon, Washington, D.C. 20310-0300

SUBJECT: Field After Action Report - FY06 CSM/SGM/SMC Selection Board

1. References.

a. DAPE-MPE-PD, Memorandum of Instruction (MOI) dated 6 June 2006, Subject: MOI for the FY06 CSM/SGM/SMC Selection Board.

b. U.S. Army Enlisted Records and Evaluation Center (EREC) FY06 CSM/SGM/SMC Selection Board Standard Operating Procedures effective 6 June 2006.

2. General. The FY06 CSM/SGM/SMC Selection Board convened at U. S. Army EREC, Indianapolis, Indiana on 6 June 2006 to select the best qualified noncommissioned officers for appointment to Command Sergeant Major, promotion to Sergeant Major and attendance at the US Army Sergeant's Major Academy, IAW references 1a and 1b. The board also screened packets referred on Soldiers under the Stand-By Advisory Board (STAB) process.

3. Board issues and Observations.

a. Soldiers should continue to seek opportunities to develop skills and attributes that prepare them to successfully serve at increased levels of responsibility. Multiple troop assignments, combat duty, military and advanced civilian schooling are key ways to achieve these experiences and capabilities. Duty position, performance, and specified potential is key to promotion. Solid performance in key leadership jobs is crucial. NCOs with more time as a successful 1SG, fared better than those with out.

b. Strong NCO records showed a willingness on the part of the NCO to "get outside the comfort zone." NCOs who took on challenging duties, such as recruiting, drill sergeant, O/C, airborne, AC/RC, particularly when they performed well in those positions, increased the NCOs competitiveness. The board considered the length of time in the position when evaluating an NCO. Leaders should give top performers maximum opportunities to serve in key leader development positions.

c. NCOER. It is important for raters to justify their excellence ratings. There is a trend of too many over inflated bullets with excellence ratings. Senior rater bullets are very important - promote with peers equates to average. Senior raters best serve our Soldiers by clearly enumerating their performance in the senior rater comments of the NCOER (e.g. "best of six 1SGs I senior rate"). Spell out potential for next higher specified jobs. Accuracy of job description – the Board recognizes job titles that do not match job description and/or are not authorized at that location; and is viewed as a negative. Duty descriptions lack review; many descriptions were unchanged however PMOS codes had changed. NCOER quality – there were many instances of poor copies, inconsistent font, and white out in NCOERs, which all reflects badly on the individual Soldier. Lack of detail and clarifications on profile (ie. some had a "2" in upper extremities with no mention of the impact on daily performance).

d. Civilian education. Civilian education is important, and shows ability for NCOs to attain project completion (i.e. Associates Degree vice 3 or 4 years of college).

e. Photos. Lack of photos were generally perceived as negative by panel members. Consideration was given when it was obvious that the Soldier was deployed. Photos showing that the Soldier was not in compliance with AR 670-1 - whether hairstyle or mustache, award order of precedence, and tabs or unit awards not reflected in Soldier's promotion file - all hurt the NCO.

f. Height/Weight. The board noted fluctuations of an inch in a Soldier's height, but it was not seen as the fault of the Soldier when there was no corresponding fluctuation in weight, or when weight was consistently below screening table weights. A combination of increasing height and weight, particularly when coupled with a weight which was above screening table weight or the photo appeared "fat," did place an NCO at risk for promotion.

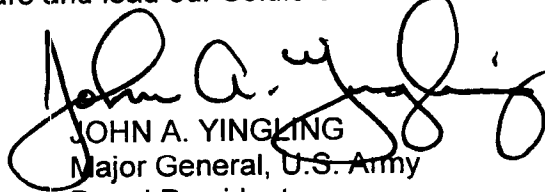
g. Letters to the Board President. NCOs should strongly consider their intent when writing letters to the President of the Board. Letters which called attention to poor evaluations or derogatory information never help the Soldier. Letters which appeared to be "tooting one's own horn," hurt the NCO. Letters to the board should be limited to those documents which have not yet been added to the NCO's OMPF and be specific – don't write a resume.

h. ERB. NCOs must ensure they personally validate their ERB prior to the board convene date.

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i. Maintaining good health and physical fitness are essential – many of our NCOs exceed the fitness standard. Regardless of assignment, pursue excellence, accomplish all tasks, and ensure mission success. Remember, we are an Army at war! We must successfully train, prepare and lead our Soldiers in combat as we prosecute the Long War.



JOHN A. YINGLING  
Major General, U.S. Army  
Board President